

# LEAN

# PRODUCTION PLANNING & VALUE CHAIN MANAGEMENT

**10<sup>th</sup> - 11<sup>th</sup> AUGUST 2016**  
**St. Giles Boulevard Hotel, KL**



**Register Now!!**



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teamc@wtc-intl.com

*an intensive two-day course on how to plan production in the manufacturing industry with a style suited to the turbulent and volatile times ahead*

HRDF Claimable Under SBL Scheme

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# FROM THE DESKTOP OF DR. CARLO SCODANIBBIO

Dear Delegate(s),

The Lean Philosophy is changing the way organisations operate. No longer stuck in the paradigm of "mass" thinking, many manufacturing enterprises have tried to adopt some portions of the Toyota Production System, the Lean road. Many have failed. Many have rushed off, taken a course and pronounced themselves LEAN. Yet very few have tested the depths of overall performance enhancement and added competitiveness possible with a complete change of paradigms in the "lean" direction.

Production Planning is a delicate issue: researches and case studies have shown that, in "traditional" enterprises, "traditional" production planning methods and software may contribute substantially to perpetuate an inadequate situation and, most important, waste of all sorts. Many enterprises, in despair, have tried to undergo the Lean road whilst maintaining and keeping alive their "traditional" methods – including production planning methods – to discover very rapidly a total failure of the lean project. The net conclusion? They have gone back even more rapidly to their "comfortable" but no longer adequate model. A tremendous vicious circle! Can that be afforded any longer?

This course will be a shocking course for many of you. Because it demystifies all traditional principles of the first industrial revolution on which the majority of manufacturing enterprises, still today, are built or around which they operate. By presenting the philosophy of the second industrial revolution (the lean revolution) and the main tools and disciplines readily available to all manufacturing enterprises to perform in an "excellent" status, this course is a door-opener to lean practices for whoever is: a) ready to listen to the message – b) prepared to abandon obsolete principles, formulas and approaches – c) willing to get to "lean" status.

This course will prove that there is a road to Lean for all manufacturing enterprises, provided that: 1) a gradual but global cultural shift takes place 2) traditional methods are gradually replaced by lean manufacturing methods – and 3) in parallel, the overall approach to production planning all along the value chain switches gradually over to lean planning principles.

I hope to see you there, best regards

Dr Carlo

## COURSE OBJECTIVES

This course is designed to give participants a practical, "hands-on" presentation of Lean Production Planning and Lean Value Chain Management methods for all Manufacturers, suited to operate effectively in an already Lean environment or in a situation aiming at Lean status. Specific objectives of this course include (but are not limited to) the following:

- **ILLUSTRATE** the remarkable differences between "traditional" and "leaner" production planning methods, highlighting the limitations of the former and the benefits of the latter, best suited to the modern manufacturing industry and vital to survive in turbulent and volatile-demand times.
- **PRESENT** the core principles of the Lean philosophy and its repercussions on the way manufacturers plan, procure and operate.
- **HIGHLIGHT** the vital importance of a global attention to "value" in the manufacturing industry, and sensitise participants on the importance of reducing drastically any form of waste to face more confidently the way ahead.
- **GIVE** participants practical criteria to identify, in their own manufacturing concern, those processes in which Lean Manufacturing techniques could be implemented smoothly, in parallel with a Lean Production Planning approach.
- **SHOW** the path to specific lean planning approaches suitable for "pull" and "continuous flow" production – and to illustrate as well the way to tackle the "transition" between "traditional" and "lean" methods and planning.
- **HIGHLIGHT** the importance of modifying gradually a "traditional" IT system suitable for "push" production to a "leaner" one capable of catering for Lean production.
- **SHOW** ways of expanding the "lean" approach all along the entire value chain, integrating gradually suppliers and sub-contractors on the supply side, as well as distributors and clients on the demand side, for enhancement of value-added and drastic reduction of waste throughout the chain.
- **PROVE** that Lean Value Chain Management is possible to achieve in the medium term for all sizes and types of Manufacturing Companies.
- **HIGHLIGHT** the difference between "catalogue" manufacturing and "contract" manufacturing, showing specific planning methods suited to the latter style of manufacturing.
- **PROVE** that without a solid cultural revolution, no manufacturing enterprise can face effectively the challenges of the new millennium and aim at excellence or, at least, survival.

- 0800 Registration & Welcoming Coffee**
- 0830 Welcome and Introduction**
- 0845 Manufacturing Yesterday – Manufacturing Today And Tomorrow**
- The main parameters of change – the market change – the impact on manufacturing operations.
  - Manufacturing Operations: definitions – main parameters and metrics.
  - Understanding “takt-time”, “throughput-time”, WIP (work-in-progress) and their inter-relationships
  - The fundamental difference between “Catalogue” Manufacturing and “Contract” Manufacturing.
  - Manufacturing styles: “PUSH” and “PULL”. Movie time: effects of the “push” method - the “stock” issue – **CASE STUDY**
  - Manufacturing Methods: “BATCH/LINE” vs. “FLOW” - The Small-lot Production Systems: the smaller the lot, the less the waste! Movie time: one-piece flow vs. batch production - **CASE STUDY**
- 0915 Production Planning Yesterday (“Traditional” Planning)**
- **MRP:** Materials Requirement Planning – overview
  - **MRPII:** Manufacturing Resources Planning – overview
  - **CRP:** Capacity Requirements Planning – overview
  - **ERP:** Enterprise Resources Planning – overview
  - Other Planning methods: Overview
- 1030 Networking Refreshment Break**
- 1045 World Class Manufacturing Operations**
- Understanding the scenario after the change.
  - Understanding the new Market’s features.
  - Manufacturing Performance today: The prerequisites.
- 1300 Networking Lunch**
- 1400 The Impact Of Lean Thinking And Value Adding Management In The Manufacturing Industry**
- Focusing on the productive processes to maximise the output value.
  - **What is waste:** Classification of waste - Identifying waste in Manufacturing

- Operations – Movie time: “spot the waste!” - **CASE STUDY:** Halting waste proliferation - Reducing waste - Eliminating waste
- What are Lean Manufacturing and Continuous Flow Production, or Manufacturing with no waste.
- Why “traditional” planning methods are no longer adequate? Even worse, they may contribute substantially to perpetuate a wasteful situation! What needs to be changed? Remember: a manufacturing enterprise is like a “lawn mower”! The consequential limitations and constraints.

**1545 Networking Refreshment Break**

**1600 Lean Productive Systems – The Planning Approach**

- **The Kanban approach to pull production.**
- **Why the Kanban method is no longer to be considered “lean”?** And in which cases it should be adopted? Towards Lean: “Intelligent” Kanban and Paced Withdrawal.
- Production Levelling and Production Balancing in a Lean environment.
- Planning for **Continuous Flow Production:** simple is better, simple is beautiful!
- Flow Production golden rules: the macro-mix/ micro-mix planning approach.
- How to **reduce drastically all lead times through Flow Production.** “Produce today what your customers ordered yesterday”
- How to cope with high demand volatility and variability through Lean Production and Lean Planning?

**1700 Open Forum on Day 1 Topics**

**1730 End of Day One**

## Who Should Attend

*Plant/ Factory Managers, Manufacturing Directors/ Managers, Operations Directors/ Managers, Production Directors/ Managers – Production Planners and Supervisors – Procurement Managers – Marketing and Commercial Managers – Logistics Managers and Supervisors – Product Development, R&D and Process Engineering Managers: from all manufacturing enterprises (catalogue – contract – continuous process – labour-intensive – technology-intensive – etc.)*



## 0800 Registration &amp; Welcoming Coffee

## 0830 Review of Day One

## 0845 How to Deploy Lean Planning Techniques In The “Catalogue” Manufacturing Industry?

- Starting from the top or from the bottom?
- Can Flow Production be extended factory-wide? The mixed “push/ pull” compromise.
- Where and how to position the “coupling” between the “push/ batch” and the “pull/ flow” systems?
- Basic Lean and Continuous Flow principles for the *Continuous Process manufacturing industry* and the *highly mechanised/ automated factory*.

## 1030 Networking Refreshment Break

## 1040 How To Switch-Over From Traditional Planning To Lean Planning: Value Stream Management, A Global Approach To Lean Planning?

- The Value Stream Mapping technique: a practical deployment of all Lean Disciplines in an integrated fashion. The Flow of Materials and the Flow of Information in the “present” state and in the “future” state: An integrated guideline to future, Lean Production Planning.

## 1300 Networking Lunch

## 1400 The Lean Value Chain and Lean Production Planning

- Understanding the “Value-Chain” principle in manufacturing and its strategic role both in the “supply” side and the “demand” side
- **Lean Supply Side:** New relationships with suppliers and sub-contractors - Suppliers evaluation, classification, rating and grading:
- Overview - Lean approaches to Supply Chain management - Integration of Suppliers and Sub-Contractors in the Production Planning Process. Is “co-makership” suited to you?
- **Lean Demand Side:** The integration of Distributors, Wholesalers and Clients in
- **Product Development and Production Planning** – the QFD (Quality Function Deployment) approach, or “listen to the voice of the customer”.
- **Lean Logistics:** How to cut drastically all waste inherent in logistics on both the supply and demand side – **CASE STUDY**

## 1500 Networking Refreshment Break

## 1510 Lean Production Planning: The Software Issue

- Why Traditional Production Planning and Control Software is nowadays considered inadequate?

**CASE STUDY:** Can IT become a major draw-back for an enterprise aiming at world-class status?

- “Transition” SW for switching-over from Traditional Production Planning to Lean
- Production Planning: “paper-less” and “wip-less” Kanban, or “how to transform an existing, “push” style, MRP-based Production Planning system into a “pull”, Kanban-based system first and then, gradually, into an “Intelligent Kanban” and eventually into a “Continuous Flow” type of Planning system.

## 1600 Specific Lean Planning Methods for “Contract” Manufacturers

- **Contract Manufacturing is Project Work!** As such, it cannot be planned with “traditional” planning techniques!
- **Lean Planning** - workshops and case studies. The concept of the **Last Planner:** How to eliminate all waste in Project/ Contract Manufacturing works? How to make contract work flow, work-package after work-package? How to conceive “realistic assignments”? How to plan them? How to assure a high PPC (Percent Plan Complete)? How to improve the PPC even further by using the **5Why** technique?
- Lessons learnt from Lean Manufacturing: The **Quick Set-Up** discipline and its deployment in Contract Manufacturing.
- Movie Time: A world-class contract-driven enterprise - **CASE STUDY**
- Thinking: The ultimate resource.

## 1645 Lean Production Planning: A Cultural Revolution!

## 1715 Certificates Awards

## 1730 End of Day Two

**“We are what we repeatedly do. Excellence, therefore, is not an act, but a habit.”**

**Aristotle**

# Our World Class Trainer

## Dr. Carlo Scodanibbio



Dr Carlo Scodanibbio, born in Macerata, Italy in 1944, holds a doctor degree in Electrical Engineering from Politecnico di Milano in 1970. He has over 45 years of experience in Plant Engineering, Project Engineering and Project Management, as well as Industrial Engineering and Operations Management.

He has been an **Independent Industrial Consultant** since **1979** and has worked in a **wide spectrum of companies and industries** in many countries including **Southern Africa, Italy, Cape Verde, Romania, Malta, Cyprus, Lebanon, Mauritius, Kenya, Saudi Arabia, Malaysia and India.** His area of expertise lies in **World-Class Performance for Small and Medium Enterprises** in the **Project, Services, and Manufacturing sectors.**

He has co-operated, inter-alia, with several **Italian Chambers of Commerce and Industry, the Cyprus Chamber of Commerce and Industry, the Cyprus Productivity Centre, the Malta Federation of Industry, the Mauritius Employers' Federation, the Romanian Paper Industry Association, the United Nations Industrial Development Organisation, the Federation of Kenya Employers and the University of Cape Town.**

His courses and seminars, conducted in English, Italian and French, have been **attended by over 19,000 Entrepreneurs, Managers, Supervisors and Employees.** They feature a **very high level of interaction, and are rich in simulations, exercising and real case studies.** The approach is invariably **“hands-on”** and addressed for **immediate, practical application.**

## Testimonials From Our Delegates

“Dr. Carlo is an excellent speaker, very informative and a subject matter expert.” *Siow Shin Cheong, Executive, Training Division, Sarawak Energy Berhad*

“Dr. Carlo speaks clearly throughout the session. He even used audio and visual aids appropriately to enhance the learning process.” *Nurul Hafizah Saili, Executive, Human Resource, Syarikat SESCO Berhad*

“Dr. Carlo is very knowledgeable. He changed my mindset about Lean. “Lean” is not only about cutting the cost; it is actually something that can reduce error, time and processes.” *Nurul Hayani Aziz, Manager, Business Performance Improvement Department, Tenaga Nasional Berhad*

“The presentation style was done in a way to help me understand the course content. Dr. Carlo’s presentation is interesting and very interactive.” *Cecelia Ng, Senior Manager, HR & Admin Department, Tenaga Nasional Berhad*

“Overall, this course met my learning needs and a worthwhile investment for my professional development.” *Nik Mohd Naim Fathi, Deputy Director, Planning Department, RISDA*

“Dr. Carlo is very helpful and informative. He really focuses on our needs during the course. I would highly recommend the course to my colleagues.” *Zul Amri Ibrahim, Admin Officer, FELDA*

“I like it when Dr. Carlo teaches us about “waste”. I am confident that I will be able to put some of the concepts into practice in my daily work. Besides, the presentation was never dull. This course was superb!” *Noralifah Binti Ismail, Penolong Pengarah Kanan, Bahagian Inspektorat dan Audit Dalam, RISDA*

“I have learnt something new from this course; real meaning of “Lean Concept”, differentiate management models, what works and what does not, how to get total employee involvement and performance.” *Ridzuan Jaafar, Head of Employee Services, Human Capital, Cyberview Sdn Bhd*

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